

29 February 1972

NOTE FOR THE FILE:

A Memorandum for the Record  
to be signed by the Executive Director -  
Comptroller will be received shortly  
and will serve as the minutes of the  
Deputies' Meeting of 10 February 1972.



Att: Agenda

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8 February 1972

72-840

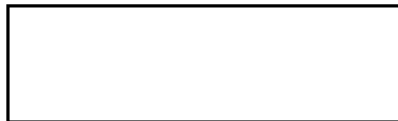
MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support  
General Counsel  
Inspector General

SUBJECT : Agenda for the Deputies Meeting on  
10 February 1972

At our meeting at 2:30 on Thursday, 10 February, the following subjects will be discussed:

- a. R&D Board. A proposal will be presented for further study.
- b. Unforeseen Funding Requirements. Executive Director will initiate the discussion.
- c. Studies in Intelligence. The attached memorandum will be discussed, with a view to further study.
- d. Schedule of IG Inspections. Executive Director will initiate the discussion.

In addition, participants are invited to introduce items of new business.



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W. E. Colby  
Executive Director-Comptroller

Attachment

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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D R A F T

WEC:blp (9 February 1972)

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support

SUBJECT : Research and Development

The attached memorandum represents a new approach to the difficult subject of the organization and the integration of research and development in the Agency. Its implementation will be reviewed by the Director periodically. The program implications of the procedure will be integrated into the Director's review of regular directorate program submissions.

W. E. Colby  
Executive Director-Comptroller

Attachment

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D R A F T

MEMORANDUM

SUBJECT: Research and Development

*changes made in period as these  
appearing in the 12 Feb 72 draft*

1. Research and development is an inherent element of all parts of the Agency mission. Collection, analysis and production of intelligence, as well as other Agency missions, and support thereof, must be a dynamic process to overcome hostile defenses and to meet the changing requirements of the times. The Agency has been responsible for a number of R&D breakthroughs; it is important that this momentum continue against the challenges of the future.

2. R&D in the Agency can be viewed in three categories:

a. Direct support of ongoing operations, through the development of new techniques, applications or conceptual approaches closely related to well-articulated <sup>needs</sup> ~~requirements~~.

b. Multipurpose R&D in support of more than one current <sup>need</sup> ~~requirement~~ or operation.

c. Advanced R&D, probing new areas potentially contributory to CIA's mission but where no current application or <sup>need</sup> ~~requirement~~ has been articulated.

- 2 -

3. Organization for R&D within CIA should reflect these varying categories, i. e. :

- a. R&D for direct support of a current <sup>OPERATIONAL</sup> ~~requirement~~ should be conducted in the closest possible relationship with the elements responsible for the <sup>OPERATIONAL</sup> ~~requirement~~. If this can be done within the same office or directorate, it should be done in that fashion, and in any case the <sup>RESPONSIBLE FOR SUPPORTING THE OPN</sup> responsible office or directorate should have primary responsibility that such R&D is initiated, tasking others for support as needed. Funding should be programmed and controlled by the <sup>FOR THE R&D</sup> responsible office and directorate, and allocated as needed to elements supporting the R&D. All such R&D should be reported periodically to the R&D Board for review and comment.
- b. Multipurpose R&D (known to be such prior to initiation) should be reviewed by the R&D Board for assignment of responsibility to a single office or directorate, division of responsibility between offices or directorates, or the formation of a special task force from different elements for the project, with clear assignment of responsibility for the direction of the task force, its funding, and its reporting. R&D initiated in another category but proving to be multipurpose will be reviewed by the R&D Board and recommendations developed as to its future management, funding and reporting.

SECRET

- 3 -

c. Advanced R&D should be initiated, managed and funded by the Office of Research and Development, DD/S&T. Such advanced R&D should, however, be reported to and reviewed by the R&D Board and its recommendations developed as to the projects being prosecuted or other fields for suggested attention.

4. An R&D Board is established as follows:

Chairman: DD/S&T

Deputy Chairman: ADD/S&T

Members: ADDI, ADDP, ADDS

Secretary:

~~DD/PPB~~  
CI/PPB

Technical Assistants: (nonvoting): As needed

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The Board will report to the Director through the Executive Director-Comptroller. Minority opinions will be forwarded with the Chairman's comments. The Board will make a semiannual report of R&D in the Agency, with recommendations as to:

- a. Important new R&D requirements;
- b. Comments on the Agency's R&D program, in the three categories listed above;
- c. Dissemination of R&D accomplishments.

The R&D Board will also recommend the formation of ~~technical~~ task forces as needed, with representatives from different directorates as required, to work on particular R&D projects or programs.

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- 4 -

5. Reporting on R&D will be organized as follows. Each R&D project will be separately identified, and the following reports on the project submitted to the R&D Board:

- a. Category (see above);
- b. Requirement, if any;
- c. Field (audio surveillance, agent commo, photo satellite collection, behavioral science, model analysis, administrative support, etc.);
- d. Funding;
- e. Results;
- f. Responsible office, with coordinating offices or task force;
- g. Related requirements (e.g., development of delivery procedure or system for sensor device), with responsible offices indicated.

The R&D Board will review and summarize these reports in its semiannual report to the Director.

6. Especially sensitive projects may be handled outside the above procedure at the discretion of the Deputy Director concerned with the approval of the Director of Central Intelligence.

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26 January 1972

MEMORANDUM

SUBJECT: Studies in Intelligence

1. CIA officers at all levels have become increasingly concerned with the need to expand the scope of professional dialogue throughout the Agency. This memorandum suggests how *Studies in Intelligence* could be used to achieve this goal. Like journals of other professional groups, *Studies* should serve a variety of functions: to be a continuing record of intelligence, to educate, to inform, to provide news about latest developments, and to be a forum for new ideas and techniques. *Studies* should appeal to a wide range of professionals.

2. A content analysis of selected past issues of *Studies* suggests some reasons for the journal's relative lack of appeal. The analysis revealed that very few articles dealt with controversial subjects, such as how the intelligence product is used by consumers. Many articles could only have been appreciated by those already expert in the topic discussed.

3. *Studies* is limited in scope largely because its wide circulation outside of CIA creates security problems. A first step in revitalizing the journal would be to circulate it only within CIA (and perhaps to a small audience of senior career intelligence officials outside the Agency). This would make it possible to discuss new and even contentious matters, past clandestine operations, and Agency history. We recommend that the editorial board of *Studies* survey the journal's popularity among its non-Agency subscribers. If *Studies* is not widely read, the board could eliminate its external distribution; if missed, a sanitized version of the journal could be distributed to the community.

4. There is a large CIA audience with a desire and a genuine need to read candid accounts of past Agency activities -- successes and failures. In addition, the journal could help

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dispel some myths about the Agency. The recently published booklet entitled *Facts About CIA* (November 1971) and the Executive Director's memorandum, *FYI - Allegations and Answers*, are a good start but cannot, by their very nature, treat various subjects as thoroughly as a professional journal. Moreover, a publication that discusses topical and potentially controversial subjects about the nature of CIA's mission would greatly increase morale and understanding among our professionals.

5. A revised *Studies*, published more often, could also consider general problems of management, such as career development, the evaluation of individual performance, and the hiring and treatment of minorities. There is currently no other readily available publication for discussing these issues. Whereas a newsletter or bulletin published more frequently than a substantive journal would have some advantages in this regard, we believe that a representative editorial board should have the overall responsibility for both news and substantive articles.

6. Thus, we recommend that the editorial board of *Studies* be given a new charter, an increased subsidy, and be expanded to be more representative of the spectrum of Agency professionals. The addition of younger members of the board could have an impact in generating contributions that would appeal more to their contemporaries. Although we recognize that professionals should need no inducements to submit articles to the journal other than pride in their work, the rewards for doing so should be increased. It is a mark of considerable distinction to publish in the journals of other professional groups, and this usually has a strong bearing on one's prospects for advancement. It should not be different here.

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SURVEYS BY OFFICE

Office of Personnel

1953  
1959  
1964  
1971

Office of Training

1954  
1959 (A&E Staff only)  
1960 (CIA Training Program)  
1967

Office of Security

1954  
1960  
1967

Office of Logistics

1955  
1961  
1966 (Printing Services Division only)  
1969

Office of Medical Services

1955  
1968

Office of Communications

1956  
1968

Office of Finance

1967

Office of the DD/S

1956



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SPECIAL STUDIES AND SURVEYS OF FUNCTIONS

1952

Security Briefings

1956

Termination of Agency Employees

CIA Regulations

Junior Officer Trainee Program

Conditions in Payroll Branch

1959

Career Service Program

1960

Headquarters Courier System

1963

Fitness Reports

Personnel Security in CIA

1965

Real Property Accountability

Industrial Security

CIA Regulatory Issuances

Travel Administration

1966

Entrance on Duty and Exit Processing

Study of the Procurement Systems of CIA

Agency Regulation on Payment of Night Differential

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1967

Career Training Program

Control of Classified Documents and Related Matters

Agency Honor Awards Program

Security of CIA Courier Systems

1969

Agency Regulations Pertaining to Control of Firearms

1970

Summer-Only Employee Program

1971

Central Accessibility of Sensitive Personnel Information

Information Management in the Agency (report not yet formally published)

Review of Full-Time Academic Training

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